

I-FAST

Innovation Fostering in Accelerator Science and Technology
Horizon 2020 Research Infrastructures GA n° 101004730

DELIVERABLE REPORT

Internal Communication Plan

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ABSTRACT

The I-FAST Internal Communication Plan was developed within the overall I-FAST Communication Plan and Strategy following the basic objectives drafted in the I-FAST proposal. The basic internal communication procedures and internal communication tools are setup and functional. The Internal Communication Plan is an evolving document which will be continuously updated to cover emerging internal communication needs during the lifetime of the I-FAST project.

I-FAST Consortium, 2021

For more information on I-FAST, its partners and contributors please see <https://I-FAST-project.eu/>

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Delivery Slip

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Executive summary

The main challenge regarding the I-FAST internal communication is to ensure cross-coordination and coherent implementation of the project while creating team spirit and the sense of a community across its 48 beneficiaries and 15 Partner Organisations ranging from academia to industry. The internal communication strategy focuses on the objectives of easy flow of information, efficient knowledge sharing among the project participants, and smooth implementation of the projects overall objectives. After identifying target audiences, drivers, information needs and key messages, the communication procedures and tools have been set up together with a concrete action list aiming at creating content and a project identity. Advanced web-based tools are setup to provide real-time communication, online workspace for documents, common archive repository, organization of meetings agendas, minutes, action lists and knowledge management. The first I-FAST meetings, currently online due to the covid pandemic, have setup the basis and roadmap for the collaboration to achieve its objectives. The internal communication plan will evolve following evaluation processes and adapting to the communication needs as they emerge during the different stages of the project.

1. Introduction

The overall I-FAST Communication Strategy includes the development of the I-FAST **Internal Communication Plan (ICP)** as a concrete deliverable, which is described in this document. Its main objective is to create an effective internal communication environment and its specific aims are listed in Section 3.1. The ultimate goal is the best implementation of the project, including the timely development and delivery of the I-FAST deliverable and milestone reports, while creating a collaborative environment and promoting team spirit and cross-fertilization; so that the I-FAST collaborators can optimally benefit from each other's work in order to achieve their common goals; so that they can learn from each other's results and be inspired for further developments.

The ICP is an evolving document, which will be continuously updated to cover any emerging internal communication needs during the lifetime of the I-FAST project. Section 3 provides details on the internal communication procedures (objectives, audiences, messages). Section 4 presents the chosen communication tools. Section 5 details the status of their implementation, including evaluation, key performance indicators (KPI) as well as actions for further improvements and timelines. Section 6 presents conclusions and outlook.

2. Background

The overall I-FAST communication strategy, described in the I-FAST proposal, is expanded and detailed in the context of the Internal and External Communication Plans, due by WP1 (D1.2) and WP2 (D2.1), respectively. Within WP1 "Management, coordination and dissemination", Task 1.3 "Internal Communication and Dissemination" foresees the preparation of the "Internal Communication Plan" as deliverable D1.2 and of the "Dissemination Plan" as Milestone MS2. The exact formulation of the I-FAST respective Tasks in the Work Plan (Annex II) that guided the development of the ICP is reproduced for convenience in Annex 5.

While drawing the Internal Communication Plan, the project management and communication team took into account the main information needs and drivers, with the aim to promote efficient work and engagement of the I-FAST members, cultivating team spirit and sense of pride, inspiring motivation to tackle challenges, resulting in, ultimately, the smooth implementation of the project's objectives. This is a challenging task: with 48 beneficiaries and 15 Partner Organisations, I-FAST is the largest and more complex consortium we ever had in accelerator projects.

With such a big and heterogeneous collaboration to organize, and give it an identity, robust internal communication procedures and appropriate internal communication tools are of vital importance. Even more so, given the challenges imposed by the covid pandemic. Flow of information and availability of effective tools are instrumental to make up for lack of in-person communication. In practice, the Project Management Team (PMT) has used a combination of advanced, web-based tools, such as SharePoint, INDICO and the zoom online platform, but also personal online communication, including individual training and support. The set-up tools, and the support of the project management and communication teams are already facilitating collaborative work and are cultivating team spirit, even with the challenges imposed by the covid pandemic.

The aim of this write-up is to document the setup internal communication procedures and chosen tools, establish a roadmap for further improvements and provide the means for I-FAST members to participate in the process. The remaining challenge is to give an identity and set up a real team among all I-FAST members that will work coherently together for the next four years to accomplish the I-FAST objectives.

3. I-FAST internal communication strategy

3.1 OBJECTIVES

Among the main I-FAST communication goals, as delineated in the I-FAST proposal, the ones related specifically to the internal communication are summarised below:

1. Implement efficient knowledge sharing among project participants;
2. Demonstrate that the project is on track and its objectives are being achieved.

These break down to the following specific aims and respective tasks:

- Encourage synergies between activities within I-FAST;
- Facilitate flow of information and communication among the I-FAST members;
- Ensure easy access and systematic collection of necessary information, calendars, documentation;
- Provide tools for common work, in particular for developing common documents;
- Access the status of development of different projects/tasks;
- Coordinate work across Work Packages and Tasks.

The procedures and chosen tools that were put in place to achieve these goals are described in Section 4 and their implementation status in Section 5. To monitor the effectiveness of their implementation and maximize synergies among WP/Tasks the following measures are going to be put in place:

1. Implement efficient knowledge sharing among the project participants:
 - (a) surveys amongst different targets;
 - (b) input of the Scientific Advisory Committee (SAC);
 - (c) input of the Project Coordinator.
2. Demonstrate that the project is on track and its objectives are being achieved:
 - (a) establish Key Performance Indicators: rate of deliverable/milestone on time;
 - (b) obtain evaluation by the WP Coordinators;
 - (c) obtain feedback from SAC.

3.2 TARGET AUDIENCES

We can distinguish five different targets within the 48 beneficiaries and 15 Partner Organisations:

- Governing board and other boards;
- Work Package (WP) Coordinators;
- Task Leaders;
- Beneficiaries and Partner Organisations;

The specific information needs of all I-FAST participants in general that the ICR has to address include, primarily, easy access to:

- (a) Project information, including the status of:
 - a. milestones and deliverables; and interrelations among Tasks;
 - b. results and their exploitation potential.
- (b) Updates of the work plan implementation;
- (c) Upcoming events;
- (d) Outreach/communication materials.

3.3 MESSAGES

Audience	Drivers	Key messages
Governing Boards and other boards	<ul style="list-style-type: none"> • Community spirit • Career development 	<ul style="list-style-type: none"> • I.FAST is instrumental to the developments of the next generation of particle accelerators; • I.FAST is pushing forward the technological boundaries of particle accelerators; • I.FAST brings together and attracts the brightest minds and some of the most talented people in the world.
WP Coordinators	<p>Idem</p> <ul style="list-style-type: none"> • Success of the project • Sense of pride 	Idem
Task Leaders	<p>Idem</p> <ul style="list-style-type: none"> • New results • Scientific advancements 	Idem
General	Idem	Idem
Beneficiaries and Partner Organisations	<ul style="list-style-type: none"> • Innovation • Job creation • Collaboration 	<ul style="list-style-type: none"> • The unique know-how within the I.FAST is key to bridge the gap between fundamental research and its applications; • Contracts with academia and research institutions help industry to drive its innovation; • Co-operations between industry and science within the I.FAST network help to accelerate industrial innovation; • I.FAST maintains an innovation ecosystem around accelerator-based research infrastructure by enhancing industry.

4. I-FAST internal communication tools

4.1 OVERVIEW

In order to achieve the set objectives, and address the information needs of the I-FAST participants the ICP consists of setting up and using the following basic channels and platforms of communication:

- Project mail-lists/e-groups;
- Internal collaboration working space (intranet);
- Project meetings (in-person or online);
making available agendas, presentations, minutes, action lists for:
 - Kick-off and End-of-Project Conference;
 - Annual project meetings;
(that provide the opportunity to meet with the Scientific Advisory Board and Industrial Advisory Board);
 - Governing board meetings;
 - Steering Committee meetings;
 - Project Management Team meetings.
- Internal Bulletin.

The ICP also makes use of “external communications” tools such as:

- Web page and its linked communications channels and documents repositories;
- Accelerating News online bulletin;
- Support material;
- Project factsheet;
- Posters.

The Internal Communication Plan aims at consistent implementation of communication tools and activities between the project partners. Therefore, it exploits powerful web-based project communication tools (see Annex 2 and Annex 3), swiftly adapted to the covid pandemic restrictions. It provides:

- (a) common archive repository;
- (b) real-time communication tools;
- (c) online workspace for documents;
- (d) organization of meetings agendas, minutes, action lists and knowledge management.

An overview of its main components is provided below while details on their implementation status are given in Section 5.

4.2 COMMUNICATION TOOLS DETAILS

Project website: As part of its overall dissemination and communication plan, I-FAST provides information about its activities and results, foremost and most importantly, among all I-FAST members. Naturally, the primary tool for communication and dissemination is the project’s website which acts as central information hub and is the gateway to different information channels and/or platforms including news and announcements, upcoming events, newsletters, publications, among others. The project website (<https://I-FAST-project.eu>) was setup within Task 2.2, dedicated to communication tools, using the modern dynamic features of the Drupal software. It links to the I-FAST internal work space dedicated to internal work and accessible only to the I-FAST members, as described in Deliverable D2.1 “Communication Strategy”.

Intranet: The I-FAST intranet <https://espace.cern.ch/project-I-FAST-Intranet/> is setup using the SharePoint project management platform and is designed to support the project participants in organizing their common work, meetings, sharing of results before their publication. It supports the common development of publications, including the I-FAST deliverables and milestones reports (see Section 5.6 for details and implementation status).

Mail-lists/e-groups: The setup project mail-lists/e-groups, that include specific mail-lists for work packages and individual tasks, ensure fast, targeted, confidential communication among the members of the different groups, also allowing to archive records by thread. In addition, they are used to setup access rights, at different levels, into the intranet dedicated workspace of different groups (see Section 5.5 for details and implementation status).

Events, Meetings: Project meetings that gather the majority of the I-FAST members and WP/Tasks Leaders, such as the annual project meetings or the quarterly Steering Committee meetings, promote internal communication focusing on the implementation of the work plan and provide networking opportunities and coordination between different work packages and tasks. Because of the covid pandemic, these meeting are organized, currently, online; consequently, proper online platforms and video-conferencing tools are used to facilitate internal communication and progress of the work (see Section 5.4 for details and implementation status).

Project Bulletin: To facilitate sharing project-specific information and activities among the I-FAST members, an **electronic Project Bulletin** is foreseen (within Task 2.2 as part of the overall communication plan), to be distributed to all partners on a quarterly basis, with exceptions for special announcements. This is going to contribute to creating a spirit of community, sharing the common I-FAST achievements among all members. This is complemented by the **Accelerating News** (<https://acceleratingnews.web.cern.ch/>) quarterly online newsletter which is reaching a community of 1500 subscribers and where the I-FAST members are also encouraged to subscribe. They are also encouraged to share the content from their institutes and to become active contributors of the newsletters disseminating their I-FAST activities. This is going to promote sense of pride sharing with a broader community and motivation for further future developments. Further details are included in Deliverable D2.1 “Communication Strategy”.

Supporting Materials: To support the I-FAST participants, a communication/marketing kit (to be prepared within WP2) will be made available including fact-sheets, in order to introduce I-FAST partners to other work packages, posters to post to the participating institutes, and other materials, like social media cards, web banners, and a yearly leaflet. The I-FAST members will participate in the development of such materials, and provide content, based on their achievements, making use of the setup internal working intranet space. In order to give a graphical identity to the project, templates for presentations and documents are also available through intranet. Further details are included in Deliverable D2.1 “Communication Strategy” and future actions in Section 5.3.

5. Internal Communication Plan Implementation

5.1 OVERVIEW

The I-FAST web page (<https://I-FAST-project.eu>) is set up as a central information hub; it also links to the I-FAST internal communication intranet <https://espace.cern.ch/project-I-FAST-Intranet/>, accessible from the I-FAST home web page but with restricted access to I-FAST members only. While the I-FAST web page is used for the dissemination of results to the scientific communities and communication to general public, the internal communication space is designated to the Members and Partners of the I-FAST community and tailored to their needs, primarily, for the development of documents and efficient flow of information.

The I-FAST intranet is setup based on the SharePoint project management platform. SharePoint provides a comprehensive set of standard project management tools that fulfil the I-FAST requirements (see Annex 3 for details on its features). Very important, it also enables interfacing with several other standard tools, such as INDICO, which is widely used in the high-energy communities for the organization of meetings (see Annex 2 for details on its features). Exploiting this feature, the I-FAST intranet links to the I-FAST INDICO. To ensure proper handling of access rights at different levels, for both, the I-FAST INDICO and I-FAST SharePoint intranet, mail-lists/e-groups were setup. The details of access rights are specified in a dedicated document made available from the intranet home site described in Section 5.5 and appended in Annex 4. The PMT is actively and individually supporting Task Leaders into the I-FAST intranet SharePoint collaborative space and its associated tools.

Overall, the setup I-FAST intranet SharePoint structure, provides a common archive repository and online workspace facilitating development of common documents using real-time communication tools and including the organisation of meetings agendas, presentations, minutes and action lists (Task 1.3). The status of their implementation is described in detail in the sections that follow while current feedback is summarised in Section 5.2 and actions for further improvements are outlined in Section 5.3.

5.2 EVALUATION

Following the feedback of the work package coordinators and task leaders, the I-FAST intranet features are being continuously improved, as suggestions and comments are being implemented. In general, after an initial inertia and concerted effort on providing general instructions and/or individual training, the set-up tools and procedures seem to cover the needs of the I-FAST collaborators and facilitate common work. Work Package Coordinators and Task Leaders, having been granted proper access rights, are tailoring their designated intranet space to the needs of their work and meetings, seeking support as needed. Specific surveys are planned to evaluate their impact on facilitating common work and their effectiveness on efficient knowledge sharing and flow of information. Key performance indicators, such as the rate of deliverables and/or milestones delivered on time will be setup and monitored. Based on the received feedback and assessment of the surveys the Internal Communication Plan and implemented tools and methods will continue evolving ensuring the best possible working environment for the I-FAST colleagues.

5.3 FUTURE IMPROVEMENTS, ACTIONS

Within the overall communication plan (WP2 and WP1) the next steps are to use the setup tools to provide content and enhance the team spirit and sense of pride for all members of I-FAST. A non-exhaustive list of items in the agenda of the project management and communication team are presented below:

- Mailing list:
 - Complement the existing mail-lists and add to existing spreadsheet email addresses to enhance functionality.
- Internal bulletin:
 - Establish publications with “special announcements” to ensure immediate dissemination of important news.
- Website:
 - Include a more detailed presentation of the work packages: context, objectives, challenges, partners (involvement, facilities);
 - Prepare a template and text for each one of the 14 WP;
 - Validate by WP Coordinators and Project Coordinator.
- Support Material: PowerPoint presentation:
 - Prepare a set of slides (2-3) per WP to introduce its context, objectives, challenges, partners;
 - Base them on the above-mentioned 14 texts as for the website;
 - Validate by WP Coordinators and Project Coordinator.
- Support Material: Boilerplate text (generic text to use for internal purpose):
 - Write messages to cultivate sense of identity and boost sense of pride;
 - Validate by WP Coordinators and Project Coordinator and/or other relevant bodies.
 - Use it for the PC introductions at every important internal event, include it in the project bulletin and other internal communications.
- Support Material: Brochure
 - Prepare a brochure for the first Annual Meeting.

5.4 I-FAST INTERNAL MEETINGS

An important component promoting internal communication is the organisation of I-FAST internal meetings (see Section 5.4.2) and events (see Section 5.4.3). The Table below contains a summary of the I-FAST internal bodies, their composition and goals, frequency of their regular meetings and the proposed dates for the upcoming meetings for the first year of the I-FAST project. The documentation of these meetings is organised through the I-FAST INDICO as described below in Section 5.4.1.

Body	Composition	Goal	Meetings	Next Meetings
Governing Board	Representatives of all parties	Changes to contract, financial matters	1 / year	September 2021 (special), May 2022 (regular, at Annual Meeting)
Steering Committee	All WP Coordinators	Scientific decisions on work programme	2 / year	October 2021 March 2022
Enlarged Steering Committee	WP Coordinators + Task Leaders	Information, feedback on activities	2 / year	25/11/2021 (at Lisbon?) May 2022 (at Annual Meeting)
Project Management Team	Coordinator, 2 Deputies, Admin. Manager, Assistant, Comm. officer	Day-to-day follow up of administrative, financial and communication issues	6 / year	September 21, November 21
Advisory Bodies	Experts nominated by Gov. Board		1 / year	At Annual Meeting

5.4.1 I-FAST INDICO meetings organization and documentation

For the organisation of the I-FAST meetings the I-FAST INDICO <https://espace.cern.ch/project-I-FAST-Intranet/InternalCommunication/Meetings> is set up and linked via the I-FAST SharePoint intranet for easy coherent access, from one central point, to all I-FAST meetings and their respective documentation (see also Figure 1, the I-FAST SharePoint Home Page).

The I-FAST INDICO is structured so that it includes different meetings categories (see Figure 2) for (a) General (b) Annual (c) Steering Committee (d) Governing Board (e) Project Management Team (f) Work Packages and Tasks meetings. In the designated WP INDICO category, the different work packages can also organise their workshops and/or conferences.

Through the I-FAST INDICO, it is possible to organise for every meeting the agendas, and attach the presentations (and recordings if needed), the minutes of meetings and action lists. Minutes are drawn for the I-FAST Steering Committee, Governing Board and Project Management Team meetings and are attached to the related meetings agendas. As an example, the INDICO agenda of the first I-FAST SC meeting is shown in Figure 3 where the introductory part was largely dedicated to the I-FAST communication activities including a presentation on the “Internal Communication and Dissemination”.

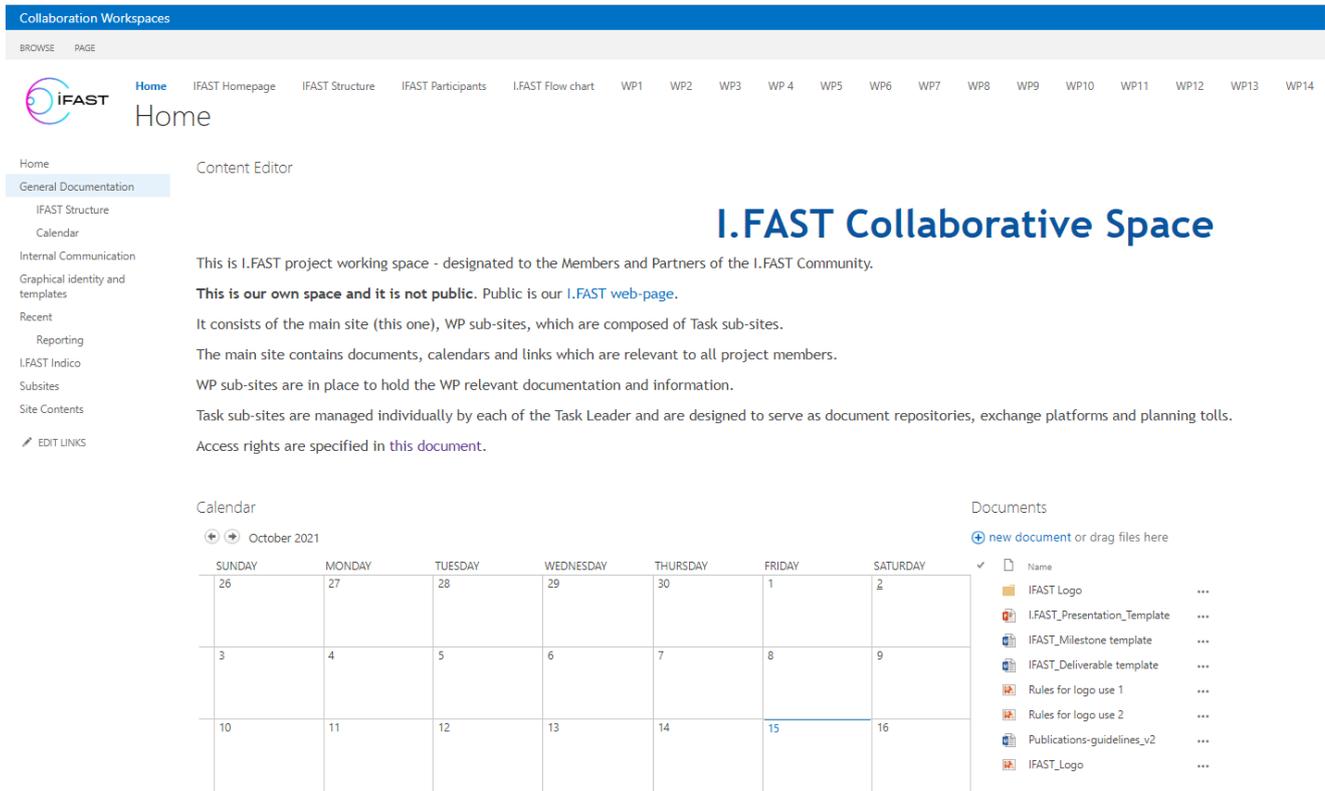


Figure 1: I-FAST SharePoint intranet home page. The top bar provides links to the WP designated sub-sites and the I-FAST Flow Chart presenting their interrelations. It also provides fast access to the I-FAST public web-site. The left-hand-side menu links to Folders of common interest for all WP/Tasks including I-FAST INDICO for the I-FAST meetings organisation and general documentation.

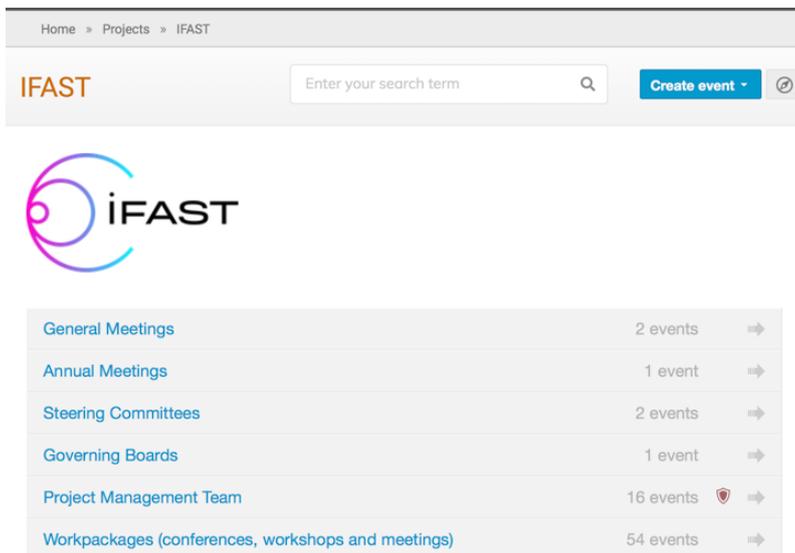
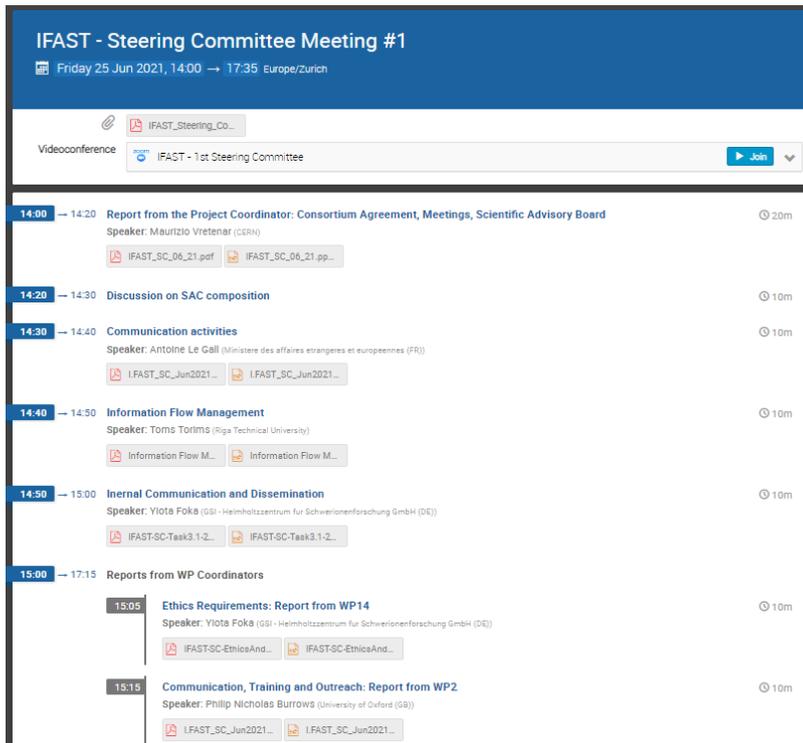


Figure 2: I-FAST INDICO main page categories for the main I-FAST project meetings, customised using I-FAST branding elements. It provides dedicated categories for the main I-FAST meetings.

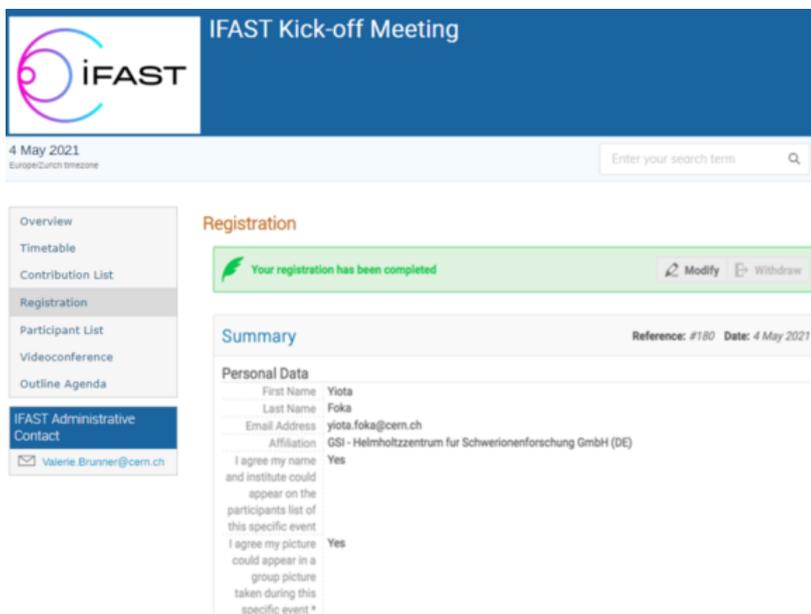


IFAST - Steering Committee Meeting #1
 Friday 25 Jun 2021, 14:00 → 17:35 Europe/zurich

Videoconference: IFAST - 1st Steering Committee

- 14:00 - 14:20** Report from the Project Coordinator: Consortium Agreement, Meetings, Scientific Advisory Board (20m)
 Speaker: Maurizio Vretenar (CERN)
 Attachments: IFAST_SC_06_21.pdf, IFAST_SC_06_21.pp...
- 14:20 - 14:30** Discussion on SAC composition (10m)
- 14:30 - 14:40** Communication activities (10m)
 Speaker: Antoine Le Gall (Ministère des affaires étrangères et européennes (FR))
 Attachments: IFAST_SC_Jun2021..., IFAST_SC_Jun2021...
- 14:40 - 14:50** Information Flow Management (10m)
 Speaker: Tomis Torlms (Riga Technical University)
 Attachments: Information Flow M..., Information Flow M...
- 14:50 - 15:00** Internal Communication and Dissemination (10m)
 Speaker: Ylota Foka (GSI - Helmholtzzentrum für Schwerionenforschung GmbH (DE))
 Attachments: IFAST-SC-Task3.1-2..., IFAST-SC-Task3.1-2...
- 15:00 - 17:15** Reports from WP Coordinators
 - 15:05** Ethics Requirements: Report from WP14 (10m)
 Speaker: Ylota Foka (GSI - Helmholtzzentrum für Schwerionenforschung GmbH (DE))
 Attachments: IFAST-SC-EthicsAnd..., IFAST-SC-EthicsAnd...
 - 15:15** Communication, Training and Outreach: Report from WP2 (10m)
 Speaker: Philipp Nicholas Burrows (University of Oxford (GB))
 Attachments: IFAST_SC_Jun2021..., IFAST_SC_Jun2021...

Figure 3: I-FAST INDICO agenda of the first I-FAST Steering Committee, including attached presentations and providing zoom as video-conferencing platform. The introductory part was largely dedicated to presentations of the communication activities including internal communication and dissemination.



IFAST Kick-off Meeting

4 May 2021 Europe/zurich timezone

Registration

Your registration has been completed [Modify] [Withdraw]

Summary Reference: #180 Date: 4 May 2021

Personal Data

- First Name: Ylota
- Last Name: Foka
- Email Address: ylota.foka@cern.ch
- Affiliation: GSI - Helmholtzzentrum für Schwerionenforschung GmbH (DE)

I agree my name and institute could appear on the participants list of this specific event: Yes

I agree my picture could appear in a group picture taken during this specific event: Yes

Figure 4: I-FAST Kick-off Meeting organised in the form of conference and the INDICO registration form allowing for explicit consent of registrants on use of their personal data in accordance with GDPR. The I-FAST INDICO customised with the I-FAST branding, and includes timetable with presentations, registrants list, direct connection to zoom video-conferencing platform and instructions for connection.

Furthermore, the I-FAST INDICO uses customised registration forms that request the explicit consent of registrants for making available their personal data in the registration list and/or any photos and recordings taken during the meetings (see Figure 4). Exploiting this INDICO feature, all I-FAST meetings provide registration forms respecting the General Data Protection Regulation 2016/679 (GDPR) requirements.

Access to each I-FAST INDICO category is granted on the basis of mail-lists/e-groups or individual emails to the members of the different I-FAST groups and/or committees and boards as described in Section 5.5 and detailed in Annex 4.

INDICO is a powerful tool used also to setup full week conferences and/or workshops thus providing a uniform environment for the organisation of all I-FAST events. All future I-FAST events will be setup in the I-FAST designated categories. For further details on the features of INDICO see Annex 2.

5.4.2 I-FAST general meetings and their scope

Details on the general internal I-FAST meetings are given below outlining their scope and contributions to efficient internal communication.

Steering Committee meetings:

The Steering Committee meets every 3 months. These meetings, gather all members of the SC, namely the project Coordinator and the two Deputies, the Administrative Manager, and all Work Package Coordinators; in addition, the Communication Officer is invited. Minutes of the SC, once approved, are sent to the Governing Board Members, for information, by the project Coordinator. The tasks of the SC are listed below and they rely on robust internal communication procedures and make use of the setup I-FAST internal communication tools:

Tasks of the Steering Committee:

- Prepare the meetings, propose decisions and prepare the agenda of the Governing Board.
- Seek a consensus among the different Parties.
- Oversee the proper execution and implementation of the decisions of the Governing Board.
- Monitor the effective and efficient implementation of the Project, collect information at least every 6 months on the progress of the Project, examine that information to assess the compliance of the Project with the Consortium Plan and, if necessary, propose modifications of the Consortium Plan to the Governing Board.
- Propose to the Governing Board the Members of the Scientific Advisory Committee and of the Industrial Advisory Board.
- Support the Coordinator in preparing meetings with the Funding Authority and in preparing related data and deliverables.
- Prepare the content and timing of press releases and joint publications by the Parties.
- In the case of abolished tasks as a result of a decision of the Governing Board, the Steering Committee shall advise the Governing Board on ways to rearrange tasks and budgets of the Parties concerned. Such rearrangement shall take into consideration the legitimate commitments taken prior to the decisions, which cannot be cancelled.

Governing Board meetings:

The Governing Board (GB) is the highest body in the Consortium, composed by one representative per partner (beneficiaries and partner organisations). Formal policies apply for the organisation of the GB meetings as summarised below:

- The meeting of the Governing Board needs >45 days advance notice.
- The SC prepares the Agenda which for the first GB meeting should include: a) election of the GB chair; b) presentation of project bodies and project status and procedures (by the Coordinator); c) nomination of the members of Scientific Advisory Committee and Industry Advisory Board.

First I-FAST meetings

Due to the covid pandemic, the first I-FAST meeting, was a “fast kick-off” meeting that took place online, in May 2021 featuring 35 presentations and 200 registered participants. The next I-FAST general meeting is planned also online, for the 15-16 November 2021, as an “Open Steering Committee Meeting” with presentations by Task Leaders and WP Coordinators on the progress of their activities in the first 6 months of the project, open to all I-FAST participants. The 1st I-FAST Annual meeting is planned from 3-6 May 2022, at the CERN Globe of Science and Innovation, with the aim to gather all I-FAST participants, in person. In addition to the usual Task and WP presentations, ancillary seminars, workshops and events will take place.

First Steering Committee meeting:

The first meeting of the I-FAST Steering Committee took place at the end of the 2nd month of the project, with main aims to (a) have a first feedback from the Work Package Coordinators after the start of the project (b) present to the WP/Task coordinators the dissemination and communication strategies and tools (c) prepare for the first Governing Board meeting (d) review upcoming deliverables, milestones and work plan of each WP for the next months.

5.4.3 I-FAST events and transverse workshops

To further boost internal communication and benefit from the work of different work packages and tasks, common events and transverse workshops, across different WP/Tasks, are foreseen within Task 1.2. The aim is to organise one or two multidisciplinary events per year, on specific subjects, involving different work packages. A preliminary list of subjects for such events includes (1) Machine learning and Artificial Intelligence for performance improvements in beam quality and operation (involving WP5, W10 and others), (2) Additive manufacturing (involving WP8, WP10 and others), (3) Societal applications of accelerators (involving WP10, WP12, WP13 and others).

5.5 I-FAST MAIL-LISTS AND E-GROUPS

Dedicated mail-lists/e-groups have been created for each Work Package and each one of their tasks as well as the different I-FAST bodies, such as the Project Management Team, Governing Board etc. This ensures easy and secure, confidential communication with all their members providing also the possibility of records archiving. It also makes it easier to grant access rights at the different dedicated categories of the I-FAST INDICO, where each group organises their meetings, and at the different sub-sites of the I-FAST intranet SharePoint dedicated to each WP/Task.

A dedicated document, accessible from the main page of the I-FAST SharePoint intranet and appended in Annex 4 outlines the basic principles of the dedicated I-FAST SharePoint site information, responsibilities and management roles. The aim is to clearly harmonise the distribution of roles and responsibilities and to ensure that all the relevant project documentation is kept in one place, in a safe and accessible manner. It describes the access rights to the main site and the dedicated sub-sites for each WP and its designated sub-sites that are created for each Task. It also clearly describes responsibilities and roles (for the Project Management Team, Work Package Coordinators, Task Leaders, Task Members, visitors/stakeholders) in line with the objectives set for the Task 1.2 for efficient Information Flow Management and cross-coordination as well as Task 1.3: Internal Communication and Dissemination.

Access rights are granted through e-groups for different levels of permissions, from full edit rights to the full I-FAST SharePoint internal space, granted to the PTM team, up to viewing only, for visitors/stakeholders such as “Scientific Contact Beneficiaries” “Scientific Contact Partners” Governing Board Members” and others. Instruction for granting and managing access to e-groups and/or individual accounts are also provided while support from the I-FAST PMT is available as needed.

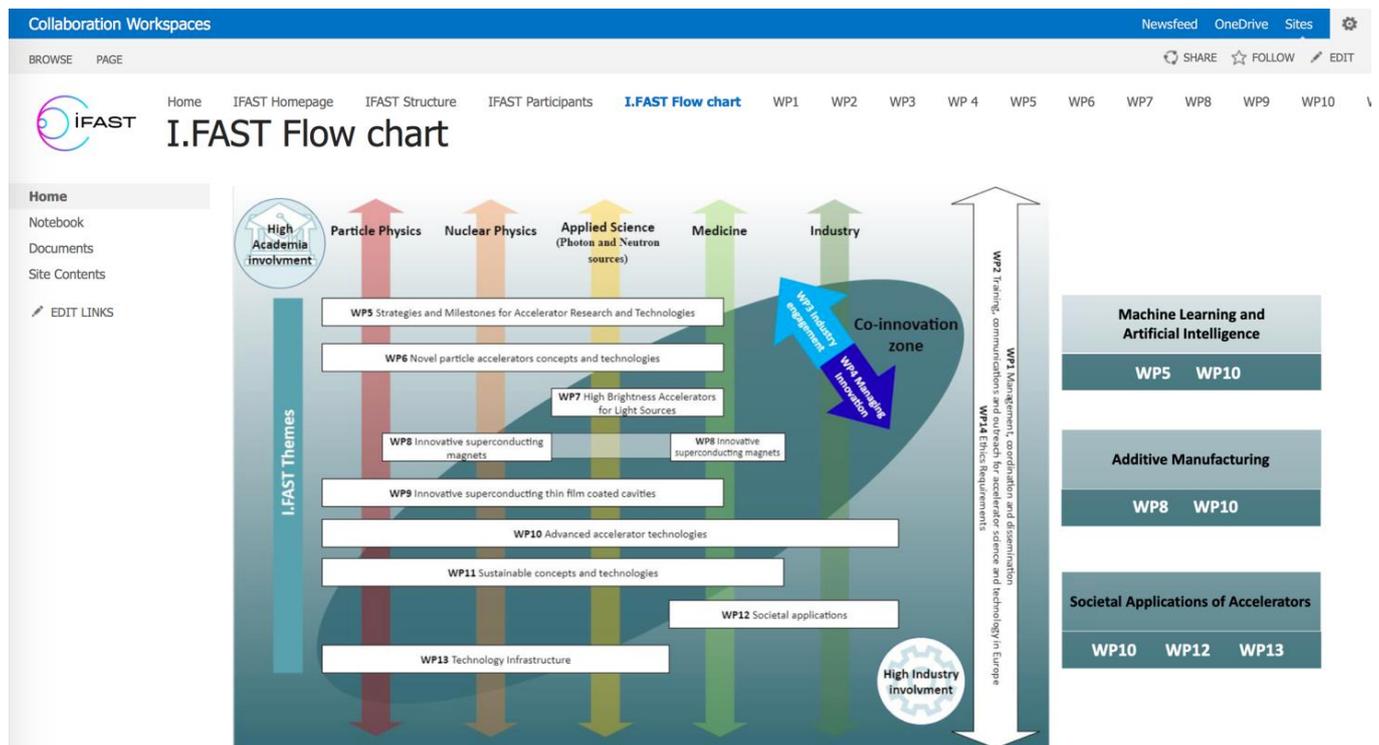


Figure 5: The I-FAST interactive flow chart presents the interrelations among different Work Packages and links to their dedicated sub-sites. It provides a fast, interactive way to access the status of different WP/Tasks and access to deeper levels of information.

5.6 I-FAST COLLABORATIVE SPACE

The overall requirements for the I-FAST collaborative space, driving the choice of appropriate project management tools, are summarised below:

- Entire project information accessible, and all in one place;
- Easy to use and intuitive;
- Safe space for exchange of confidential information and working documents;
- Well-structured space with clear levels of access rights to information;
- Inter-linked calendars for efficient event planning (to avoid overlaps);
- Facilitate Tasks internal work (delegating responsibility on Task Leaders);
- Linked with other I-FAST platforms such as I-FAST INDICO, I-FAST Web page, etc.

Additional specific requirements for the I-FAST collaborative space, as set in Task 1.2, to facilitate internal communication, flow of information and cross-coordination, are summarised below:

- Efficient interactive tool for overall cross-coordination and flow of information;
- Dedicated web-based platform to easily access deep-level project information;
- Interactive I-FAST flow chart to schematically and information-wise outline the interrelations/links between various WP and Tasks of the I-FAST project;
- Monitoring the cross-WP and cross-tasks outputs/inputs.

These requirements were implemented using the SharePoint project management platform exploiting its features (see details below in Section 5.6.1). The details on the information Flow management tool, setup within Task 1.2, are described in the Milestone Report MS1 “Information Flow management tool installed”.

5.6.1 I-FAST SharePoint intranet

The structure of the setup I-FAST SharePoint intranet home page, <https://espace.cern.ch/project-I-FAST-Intranet/>, is shown in Figure 1. From the top bar, it provides links to its sub-sites designated to each I-FAST Work Package (WP1-WP14) as described below (see Section 5.6.1.1). It also provides links to the I-FAST public website <https://I-FAST-project.eu>, including the I-FAST Structure (<https://I-FAST-project.eu/work-packages>) and I-FAST Participants (<https://I-FAST-project.eu/participants>), for fast access to the website information, which is primarily dedicated to the broader public communication. The I-FAST Flow Chart, described in Annex 6.2 and shown in Figure 4, is also linked from the I-FAST SharePoint top bar, providing a visual impression of the different WP interrelations and interactive access to WP/Tasks.

From the left-hand-side menu, the I-FAST intranet homepage provides links to general information and documentation, relevant to all I-FAST members, that is used for internal communication and work, as described in Section 5.6.1.2.

5.6.1.1 Work Packages intranet internal communication space

As seen at the top bar of the I-FAST intranet home page (Figure 1) each Work Package has its own dedicated sub-site, which, in its turn, is composed of sub-sites for each one of its Tasks, with restricted access to the Tasks members; for details on access rights see Section 5.5 and the dedicated document appended in Annex 4 which is also accessible from the I-FAST intranet home site.

The intranet space of the I-FAST WPs is customized using standard SharePoint tools, such as setting up the calendar for the internal meetings of each work package, making use of alerts and reminders, and other functionalities. The WP sub-sites are dedicated to the WP documentation and information relevant to all its members, while the Task sub-sites are designed to serve as internal work space of each Task; their Task Leaders tailor them to their specific needs (documents development, exchange platforms, planning tools, interactive communication etc).

SharePoint provides an interactive way to develop documents, that can be edited online and simultaneously, if collaborators wish to do so. In addition, flexible approval procedures can be set up, using SharePoint templates, and adjusted to different cases, promoting efficient work but also providing protection and respecting private documents and work within tasks or smaller groups.

The WP intranet sites have been setup and access rights have been granted, so that different teams started using it for their day-to-day work. As an example, the intranet structure of WP10 is described below.

EXAMPLE: WP10 intranet and its TASKS

Figure 6 illustrates, as an example, the customization of the WP10 intranet work space. The top bar links to the sub-sites of the 7 Tasks of WP10 (accessible to the members of each task).

The main page of WP10 site shows the title of the Work Package, lists its main objectives, and provides the contact details of the Work Package Coordinator. The WP10 calendar, also visible in the main page of WP10, posts all meetings relevant to WP10 members and their Tasks.

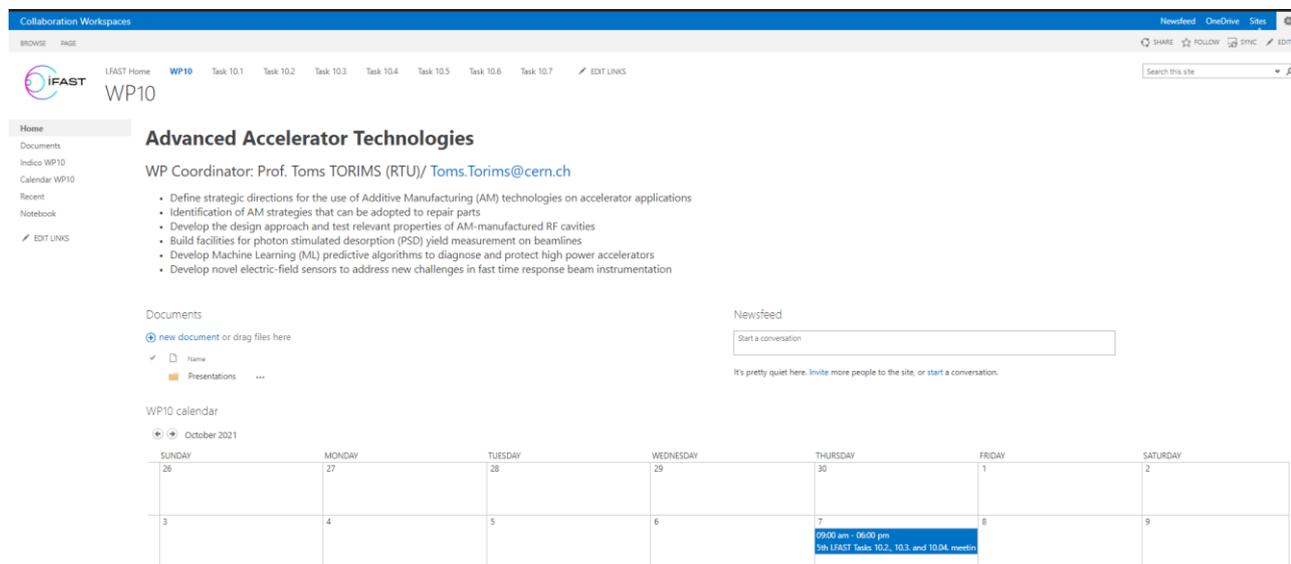


Figure 6: I-FAST SharePoint WP10 main page. The top bar links to the WP10 Tasks designated sub-sites. The left-hand-side menu links to Folders of common interest to all Tasks of WP10 including the WP10 INDICO categories for the organisation of their meetings. The WP10 calendar is displayed on the WP10 home page.

The left-hand-side menu links to the WP10 INDICO where each task has its own designated space to organize meetings and where the agendas are posted together with the presentations (see examples of Figure 7 WP10 INDICO categories for all tasks and Task 10.2 dedicate space). The left-hand-side menu also links to the WP10 designated space for Documents and other standard project management tools like Notebook.



Figure 7: (Left) I-FAST WP10 INDICO categories for all WP10 Tasks linked through the I-FAST SharePoint intranet for the organisation of WP10 internal meetings. (right) I-FAST INDICO space for Task 10.2 providing agendas and possibility to attach presentations, minutes and action lists.

5.6.1.2 General intranet information and documentation

The left-hand-side menu of the I-FAST intranet home page (see Figure 1), links to material and general information relevant for all I-FAST members. The different folders accessible via this menu are described below.

“I-FAST Structure”

In order to facilitate internal communication, from the left-hand-side menu, the I-FAST Structure is available, as an interactive excel file, which provides a comprehensive list of all WPs and their Tasks together with the appointed Work Package coordinators, Task Leaders and their deputies.

“General Documentation”

In the directory “**General Documentation**” documents of general interest are kept such as the I-FAST Grant Agreement. Several other Folders organize general documents, as described below. This structure will expand to cover the evolving needs during the lifetime of the I-FAST project.

- **“General Documentation: Sharepoint”**: In this folder the document describing the overall policy for the I-FAST internal collaborative space is available, outlining also the access rules to the WP and Task sub-sites (as described in Section 5.5). In addition, basic instructions on the SharePoint tools are available to facilitate beginners.
- **“General Documentation: Graphical identify and templates”**: This folder makes available, to all I-FAST members, material related to the I-FAST graphical identity including the I-FAST Logo and the

rules for its use. In addition, a template for (PowerPoint) I-FAST presentations is prepared, based on the I-FAST branding and colour scheme, including the I-FAST Logo and Acknowledgement statement. Similarly, for the development of the I-FAST deliverables and milestones reports, templates (word documents) are available, implementing the I-FAST graphical identity, and providing a clear document structure to facilitate coherent development of these reports. The “*Publications Guidelines*” are also made available, with details relevant to different types of publications, also providing explicitly the Acknowledgement statement which is mandatory to use for all I-FAST publications. More details on publication procedures and dissemination of scientific results are included in the Milestone Report MS2 “Dissemination plan”.

- **“General Documentation: Submitted to EC”:** The I-FAST reporting documents, after their development in the WP/Tasks internal spaces, their approval and submission to EC, are archived in the designated folder “*Submitted to EC*” for easier internal access and as a backup solution. They are also uploaded into the open access ZENODO repository as described in Milestone Report MS2 “Dissemination plan”.

“Reporting”

The I-FAST intranet provides procedures, tools and instructions to assist “Reporting” and follow up of reports from their development stage to their final publication. From the left-hand-side menu, under “Reporting” the folder “*Deliverables and Milestones*” provides an interactive excel file with the complete list of Deliverables, the related WP/Tasks, and due dates. It also links to the respective documents developed in the dedicated WP/Task sub-sites space, that can become accessible to all I-FAST members, once they are approved by their respective WP/Task Leaders. Similarly, the folder “*Progress Reports*” is designated to the periodic progress reports. Also in the folder “Reporting” a document describes the usage of the setup templates that implement the I-FAST Internal Approval procedures for Deliverables and Milestones as detailed below.

Approval procedure for I-FAST deliverables and milestones

The general principles of the I-FAST approval procedure for deliverables and milestones were presented, and agreed upon, during the first I-FAST SC meeting and include the following steps:

2 months before the due date: a reminder is to be sent to the responsible person and the WP Coordinator.

1 months before the due date: the deliverable report is to be uploaded to the designated I-FAST SharePoint internal communication space, to be available for the reviewers.

2 weeks before the due date: the reviewer sends the comments to the authors, allowing for one week for the implementation of possible corrections.

1 weeks before the due date: the deliverable report is sent to the Coordinator for final approval.

A similar procedure is followed for Milestone Reports but the first reminder is sent one month before the due date.

Reviewers: Each deliverable report will be assigned to a member of the Steering Committee who will review and approve the report on behalf of the SC. The list of reviewers, for the Deliverables due within the first year, was presented and agreed upon in the SC meeting. This list will be updated to include gradually the deliverables and their reviewers for the next years.

I-FAST Approval Templates

Exploiting the different features of SharePoint for approval procedures, SharePoint templates were prepared and tested, to facilitate the approval procedure, enabling features for keeping history of changes and versioning. An approval template has been setup, specifically, for the I-FAST coordinator to handle the final approval step of the I-FAST reports approval procedure described above, with the possibility to either delegate the document to competent members of the PMT/SC, or request changes from the authors, or directly approve the document. During this process, versioning and history of changes is documented.

In addition, SharePoint approval templates were prepared to facilitate the internal approval procedures within the Task/WP where the deliverable report is developed, before its release for final approval by the project coordinator. These templates are to be customized and used by the Task/WP Coordinators to their convenience to facilitate their internal work.

In general, setting up these procedures and tools, an effort was made to link and cross-reference documents with the aim to avoid copying them, or sending them via email, as much as possible. Once a document is approved, it can be then uploaded to the I-FAST ZENODO space for public dissemination following the I-FAST “*Publications Guidelines*” and details provided via the I-FAST web site. Further details on the I-FAST publication procedures are presented in the MS2 Milestone Report “Dissemination Plan.”

6. Conclusions and Outlook

The I-FAST Internal Communication Plan, described in this document, was developed within the overall I-FAST Communication Plan and Strategy following the basic objectives drafted in the I-FAST proposal. A coherent set of procedures and advanced tools are in place. After iterating with the Work Package Coordinators and Tasks Leaders, the setup tools were customised to meet their needs. With the support of the Project Management Team and dedicated tutorials the I-FAST members are becoming familiar with the setup tools and start using them for their day-to-day work tailoring them for optimal use. The focus will shift in the near future in creating content using the setup tools, support material and events aiming at creating team spirit among the diverse communities of I-FAST. The I-FAST Internal Communication Plan will naturally evolve and, in continuous coordination with the Project Management and Communication team as well as the WP/Task Leaders, will provide and maintain a coherent set of procedures and tools to match any needs may arise at the different stages of the lifetime of the project.

Annex 1: Glossary

Acronym	Definition
PMT	Project Management Team
WP	Work Package
GB	Governing Board
SC	Steering Committee
SAC	Scientific Advisory Committee
IAB	Industry Advisory Board
ICP	Internal Communication Plan
IPR	Intellectual Property Rights

Annex 2: INDICO

INDICO <https://indico.docs.cern.ch> is an open source tool for event organization, archival and collaboration. INDICO is a web application, which facilitates the organization of events of all sizes, ranging from meetings and lectures to big conferences. It is Open Source Software, developed at CERN, and offers a wide feature set, which includes **reviewing workflows** for scientific papers and their abstracts as well as a **full-fledged room booking system**.

The INDICO features can be seen in the link: <https://getindico.io/features/>

Events of different complexity In Indico one can organize all kinds of events. It provides workflows that allow easy management of small seminars and meetings as well as more complicated workshops and conferences. Indico will aggregate and store all events of an institute. One quickly have a look at the events that are happening a given week, or search for a specific keyword.

Full conference lifecycle

Indico helps organising a conference from the beginning. From registration and abstract submission to the final papers, conference materials are stored within the system and made available to participants from the event web page. Everything needed is covered, even participant badges.

Hierarchical Protection Scheme

Indico was built with a large organisation in mind (CERN). This is why events are organised using a hierarchy of categories and protection of resources at several granularity levels. Different roles can be defined within an event as well. From small schools to large enterprises, Indico is the intuitive solution for organised and secure event storage.

Room Booking Module

Companies, research institutes and universities often have the need to manage their rooms and keep track of their usage. Indico provides a flexible room booking module that allows for the delegation of room management capabilities, approval of bookings, management of audiovisual equipment and many other things, always in a transparent and intuitive way.

Integration with Collaborative Tools

Web-driven meetings are great, but video-conferencing makes them even more productive. Indico seamlessly integrates with video-conferencing platforms (zoom), allowing participants to connect with a single click.

Annex 3: SharePoint

SharePoint <https://en.wikipedia.org/wiki/SharePoint> is a web-based collaborative platform that integrates with Microsoft Office, primarily used as a document management and storage system, but it is highly configurable and its usage can vary substantially according to needs. It ensures secure sharing and access of electronic data, presenting data from multiple data sources in an easy-to-understand format.

SharePoint allows users to login, access, share and collaborate with others in a secure and mobile environment. Since SharePoint is a web-based system, it is also compatible on commonly used browsers, such as Chrome, Safari and Firefox, which makes it possible to use SharePoint not only on Windows computers but also on Mac and Unix computers.

A SharePoint site can be used as an intranet, or an internal website, where announcements, projects, tasks, calendars and contact lists can be maintained and shared for use within the organization. SharePoint also provides secure access, as each member can be given different permissions, edit or read-only access depending on the needs of the organization. In addition, SharePoint can be used as a central portal for exchange of information and collaboration on tasks, and the user interface can be personalized by each person.

SharePoint allows for storage, retrieval, searching, archiving, tracking, management, and reporting on electronic documents and records and also provides search and 'graph' functionality. SharePoint's integration with Microsoft Windows and Microsoft Office allow for collaborative real-time editing, and encrypted/information rights managed synchronization.

SharePoint contains team collaboration groupware capabilities, including: project scheduling (integrated with Outlook and Project), social collaboration, shared mailboxes, and project related document storage and collaboration.

Annex 4: I-FAST Access Rights Policy

<https://espace.cern.ch/project-I-FAST-Intranet>

- ⇒ The purpose of this note is to outline the basic principles of the I-FAST dedicated SharePoint site information, responsibilities and role management.
- ⇒ Thus, having harmonised and clear distribution of roles and responsibilities as well as to ensure that all the relevant project documentation is kept in one place, in the safe and accessible manner.
- ⇒ This consist of the main site and dedicated sub-sites for each of the WP. The designated sub-sites are created for the each Task.
- ⇒ This is in line with the objectives set for the Task 1.2: Information Flow Management and Cross-coordination as well as Task 1.3: Internal Communication and Dissemination.

Rights/permissions/responsibilities

Level 1 Permission: Full Control – the main site and all sub-sites. **Full edit access** to all sites, all WP sub-site and all Task sub-sites.

Rights: granted to the e-mail group: I-FAST-PMT@cern.ch

Responsibility: overall management of the main I-FAST SharePoint site design, templates, layouts, mailing lists, interlinks – members of Project Management Team (PMT) with the full editing rights, including all sub-sites.

Roles: practical implementation and regular updates – content, documents, calendars and cross-links between WP sub-sites and Task sub-sites, of the relevance to all the project (e.g. general content, annual meetings, calendars, general documents which are applicable to all the Project), etc.

Level 2 Permissions: **Full Control** of the content of the sub-site **of relevant WP**, as well as Tasks of this WP. **Read access** to all SharePoint sites, i.e. all WP sub-site and all Task sub-sites - can view pages and list items and download documents – granted by PMT to e-mail list I-FAST-WPCoordinators@cern.ch

Rights: granted to individual WP Coordinators + deputy Coordinators by PMT. WP Coordinators must have at least CERN Lightweight Account.

Responsibility: overall content management of the relevant WP sub-site. Non-disclosure of the information granted by privileged access to the all WP sub-sites and all Task sub-sites.

Roles: practical implementation and regular updates – content, documents, descriptions, progress reports and calendars of the relevance to all the WP (e.g. WP sub-site content, WP meetings, WP calendars, WP general documents which are applicable to all the WP), etc.

Level 3 Permissions: Full Control of the content of the sub-site of relevant Task. Read access to the Task sub-sites of the relevant WP - can view pages and list items and download documents.

Rights: granted to individual **Task Leaders** (TL) + deputy Leaders by PMT. TL must have at least CERN Lightweight Account.

Responsibility: overall management of the content of the relevant Task sub-site. This includes granting access to the Members of Tasks by including them in the I-FAST-Task-X-X-members@cern.ch. TL's shall be given admin access by PMT to relevant mailing list of e-groups. Thus TL shall to manage it independently and to take responsibility for that. <https://e-groups.cern.ch/e-groups/EgroupsSearchForm.do>

Non-disclosure of the information granted by privileged access to the Task sub-sites of the relevant WP.

Roles: TL + deputy Leader are responsible for the practical implementation and regular updates – content, descriptions, progress reports, documents and calendars of the relevance to all the Task (e.g. Task sub-site content, Task meetings, Task calendars, Task general documents which are applicable to the managed Task), etc.

Level 4 Permission: Contributor access - can view, add, update, and delete list items and documents of the relevant Task sub-site.

Rights: granted by TL to Members of the relevant Task. Read access to the main I-FAST SharePoint site page - can view pages and list items and download documents.

Responsibility: Task Members can contribute to content of the Task sub-site.

Roles: contribution.

Level 5 Permission: Visitor access - View Only Rights: granted to stakeholders e-mail group by PMT: I-FAST-GoverningBoardMembers@cern.ch I-FAST-ScientificContactBeneficiaries@cern.ch I-FAST-ScientificContactsPartners@cern.ch ... etc.

Roles: can view all I-FAST SharePoint site and sub-site pages, list items, and documents. Document types with server-side file handlers can be viewed in the browser but not downloaded

Annex 5: Internal Communication Tasks Formulation

Task 1.2: Information Flow Management and Cross-coordination (RTU, CERN, GSI)

This Task will ensure the overall cross-coordination and information flow between the I-FAST WPs, in particular on subjects that are at the intersection between different WPs. A dedicated web-based platform will be created and regularly updated during the whole project, as an interactive tool to easily access more deep-level project information. The tool will have the form of an interactive input-output I-FAST flow chart, in order to schematically and information-wise outline the links between various project WP tasks, sub-tasks, their deliverables, milestones, information, time-span, deadlines, as well as to clearly establish and monitor cross-WP and cross-Task outputs/inputs.

Common transverse Workshops and activities will be organised (one or two per year), involving different WP's, on specific subjects. Possibly, these multidisciplinary events will be attached to the Annual Meetings.

RTU will be in charge of creating and keeping up-to-date the interaction chart, in agreement with the CERN Coordination team and with the support of the GSI collaborator in charge of dissemination.

Task 1.2: Information Flow Management and Cross-coordination M1-M48

- Develop and maintain general and targeted information flow between I-FAST Work Packages.
- Ensure effective and transparent cross-coordination of the work between WPs.
- Organise transverse multidisciplinary Workshops and events involving two or more I-FAST WPs.

Task 1.3: Internal Communication and Dissemination (GSI, CERN, RTU)

This Task will focus on the coordination and consistent implementation of communication tools and activities between the project partners. This will be organised with an internal communication plan (GSI). A common archive repository, real-time communication tools and online workspace for documents (i.e. organisation of agendas, minutes and action lists, knowledge management etc.) will be provided. The task also involves the organisation (and proper documentation) of the internal project meetings related to the technical work, including the Kick-off meeting, the end-of-project conference, the Steering Committee meetings, Scientific Advisory Board meetings and the annual Governing Board meetings. Agendas and meeting minutes will be drawn up for all meetings. The internal communication plan will also incorporate the requirements coming out of the Risk Assessment Plan. The installation of a three-member Scientific Advisory Board nominated by the Government Board is also part of this Task.

Task 1.3: Internal Communication and Dissemination M1-M48

- Organise Project Events and disseminate project information and results.
- Develop and maintain the internal communication plan.

D1.2 Internal communication Plan (Task 1.3)

D2.1 Communication strategy (Task 2.2)

MS1 Information Flow management tool installed (Task 1.2)

MS2 Dissemination plan ready (Task 1.3)

Annex 6: Specific Requirements

6.1 OUTCOMES OF RISK ASSESSMENT PLAN

The Internal Communication Plan also incorporates the requirements coming out of the Risk Assessment Plan. The outcomes of the risk assessment plan, as they become available, will be posted in a dedicated folder of the I-FAST intranet home page, accessible to all I-FAST members, in order to ensure proper communication to the I-FAST collaborators and easy access to relevant information and required actions, resulting in from this assessment. While appropriate actions will be taken through the proper I-FAST bodies (PMT, SC, GB), a shared document, in addition, will be made available in the intranet, so that I-FAST collaborators may list how their tasks might be affected, due to the identified risks, and may propose mitigation actions.

6.2 KNOWLEDGE MANAGEMENT

Flow of information across WP and Tasks: I-FAST aims at promoting exploitable results as swiftly as possible, in particular those that have potential for commercial applications. Therefore, the objective is to foster inter-sectorial knowledge exchange in order to identify and support, through synergies of different work packages and tasks, developments with such promising potential. Consequently, efficient internal communication and flow of information across WP and Tasks is necessary, in particular because the I-FAST project is complex and comprises different communities, spanning from academia to industry.

Interactive input-output flow chart: In order to ensure overall cross-coordination, in particular on subjects that are at the intersection between different WPs, a dedicated platform provides easy access to deep-level project information. It is set up as an interactive tool, (within Task 1.2), in the form of an interactive input-output I-FAST flow chart, which outlines schematically, the links between various project work packages, tasks, sub-tasks and provides information on their deliverables, milestones and their interrelations. This tool efficiently supports internal communication, focusing on the different tasks interrelations, provides the overall status, ensures monitoring of the overall project and its potential results, and facilitates knowledge management. It is shown in Figure 4 and described in detail in Milestone MS1 “Information Flow management tool installed” of Task 1.2.

Access to I-FAST results fully comply with the Rules for Participation and Dissemination in Horizon2020 and ownership of results follow the principles set out in the Consortium Agreement signed by all I-FAST beneficiaries. The WP4 coordinator, an experienced staff member of the Knowledge Transfer Group of CERN, acts as a liaison between beneficiaries to ensure that ownership of new IP is adequately protected with particular attention to the WPs where industrial companies are involved.

Based on these considerations the Internal Communication Plan provides efficient tools to promote and support communication among colleagues, as described below, while protecting innovation as required.